

The Office of the Inspector General
United States Army Fires Center of Excellence

For the
Order & Discipline



A publication for the Soldiers, Army civilians and families at Fort Sill, Oklahoma

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Inspector
General
Mission

The Office of the Inspector General provides assistance, teaches and trains and conducts inspections and investigations as directed by the Commanding General for and throughout the United States Army Fires Center of Excellence and Fort Sill in order to assist commanders in achieving disciplined and combat-ready units and to maintain the operational effectiveness of the command.

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Editor: Capt. Jedidiah Z. Schlissel

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and not the Department of Defense or its elements. The content contained within does not necessarily reflect the U.S. Army's position or supersede information in other official publications.

Purpose: Originally distributed as the FCoE IG Bulletin, a monthly publication, this format features a wider variety of topics that affect the Fort Sill population. The contents exemplify a component of our Teaching and Training function to improve command readiness and warfighting capability for units across the installation.

Toxic leader?

Lt. Col. Cynthia P. Henderson, command inspector general



As your IG Professionals, my team and I recognize and appreciate the dedication, time and effort from leaders to confront and combat negative command climates. The term "toxic" is often used. We focus a vast number of hours combating the corrosives of sexual assault/sexual harassment, extremism/racism and suicide. It is understandable and necessary to demonstrate that unit leaders are addressing the issues and care about their Soldiers.

Despite these demonstrative and continued efforts, some of our clients often use "toxic" to describe their units. Whether describing their leadership in particular, and how said style is not IAW AR 600-20, Army Command Policy and AR 600-100, Army Profession and Leadership Policy, we are aware that there are some Soldiers operating in a perceived negative climate. Unfortunately as these Soldiers are not military seasoned, their morale, willingness to serve, or worse, teach other impressionable leaders that this is "how" you should lead is at stake.

Because of this, all leaders must recognize what a toxic command climate/leadership style looks like. It is similarly important to recognize the symptoms in order to understand that what Soldiers might be experiencing is not how a positive command climate should be. Leaders, both current and future, who know what to look for, can take steps to mitigate. At the very least, leaders must ensure that they don't fall into the following traps and perpetuate the behavior.

Micromanagement: Symptoms of this can be as innocuous as timelines specifying every action and activity down to the minute, leaving no room for flexibility. It can also be as insidious as battalion and company levels digging down into squads and teams to the point of directing individual platoon-level Soldiers. Delegating tasks and missions to subordinate-

level leaders is required; however, this becomes toxic when these subordinate leaders have their decisions adjusted without cause, have their superiors question "why" and the "what" for every decision made, and are berated without any support to correct issues. Constant meetings and briefings are another symptom of micromanagement that may go overlooked. When leaders require numerous time-consuming meetings and briefings in order to "get a warm and fuzzy," it could be a demonstration to subordinates that they don't trust their abilities or decisions.

Lack of respect shown from higher echelons to lower, and the lack of simple professionalism: Common courtesy. The use of "please" and "thank you" in emails or when speaking to a subordinate truly goes a long way. These two words aid in demonstrating both care and concern. However, to some, these niceties may be considered unneeded or a waste of time. In addition, professional courtesy, something demonstrated via information dissemination, is often lacking.

Information is withheld until the last possible moment with little concern as to how it affects a subordinate's duties. Furthermore, desired end states and standards are often ambiguous, thus maximizing subordinate's uncertainty. In these environments, Soldiers, noncommissioned officers, and officers are castigated for not understanding the right way to accomplish tasks to their leader's standards. However, they will continue to fail if senior leadership does not take the time to coach, teach and mentor subordinates. As #39 of the Fires Fifty states: Leadership is a contact sport and it requires daily interaction. As such, taking the time to develop those under your charge is an inherent responsibility. More importantly, Soldiers want and deserve guidance and direction.

(Continued on page 6)

COMMAND CORNER



People first!

Master Sgt. Warren L. Jenkins, inspector general NCOIC



Fires Strong, Team Sill! For this quarter's subject I would like to provide information on the People First Strategy and highlight just a few of the topics that surround our community. The secretary of the Army and chief of staff of the Army

have changed the Army's number one priority to "People First." By doing so, the Army is signaling that investing resources in our people-initiatives is the most effective way to accomplish our constant mission: to deploy, fight, and win our nation's wars by providing ready, prompt, and sustained land dominance by Army forces across the full spectrum of conflict as part of the joint force.

Army senior leaders are emphasizing building cohesive teams and the golden triangle, which is an effort to reinforce how leaders take care of Soldiers by building a connection with the families of those they lead.

How do we build cohesive teams? The sergeant major of the Army has started the "This is My Squad" initiative that gets after rooting out sexual misconduct, suicides, and racism. These areas are constant issues in the Army and break down cohesive teams and units. Simply put, treatment of each individual with dignity and respect and taking care of each other are ways we can break the cycle on the corrosive issues, which break trust and harm Soldiers.

In addition recognizing that our Soldiers and civilians should have the best quality of life, establishing talent-management programs, changing the culture and the way our leaders think are

just a few of the strategies making up the people-first initiatives. These initiatives get after building cohesive teams in the Army. With the right people, in the right place, at the right time, our Army will successfully remain the world's most ready, lethal, and capable land-combat force.

Some quality-of-life priorities to which senior leaders are committed focus on quality housing – both for families and Soldiers in the barracks, world-class healthcare, quality childcare and youth services, meaningful employment for spouses, and fixing permanent change of station moving challenges. These priorities will require leader oversight and engaged leader action, along with policy and resources to make these commitments work.

Bottom line, winning matters and we all want to be on the winning team at the end of the day. Getting after the corrosives, educating our leaders, and applying the right resources gets after caring for our people. Since the Army people strategy covers fiscal years 2020 through 2028, the implementation of this strategy will take time but it will be data-driven, identify gaps, implement solutions to close gaps, and measure improvements to better assess progress so we may build upon and create more effective ways to fight and win our nation's wars.

Master Sgt. Warren L. Jenkins entered active duty as a 13B, cannon crewmember in January 2001. He has served in various positions including platoon sergeant, battalion master gunner, battalion operations noncommissioned officer in charge, and most recently battery first sergeant in the 101st Airborne Division (Air Assault). Jenkins has been serving as an inspector general at the USAFCEFS Office of the Inspector General since September 2020.



People first!

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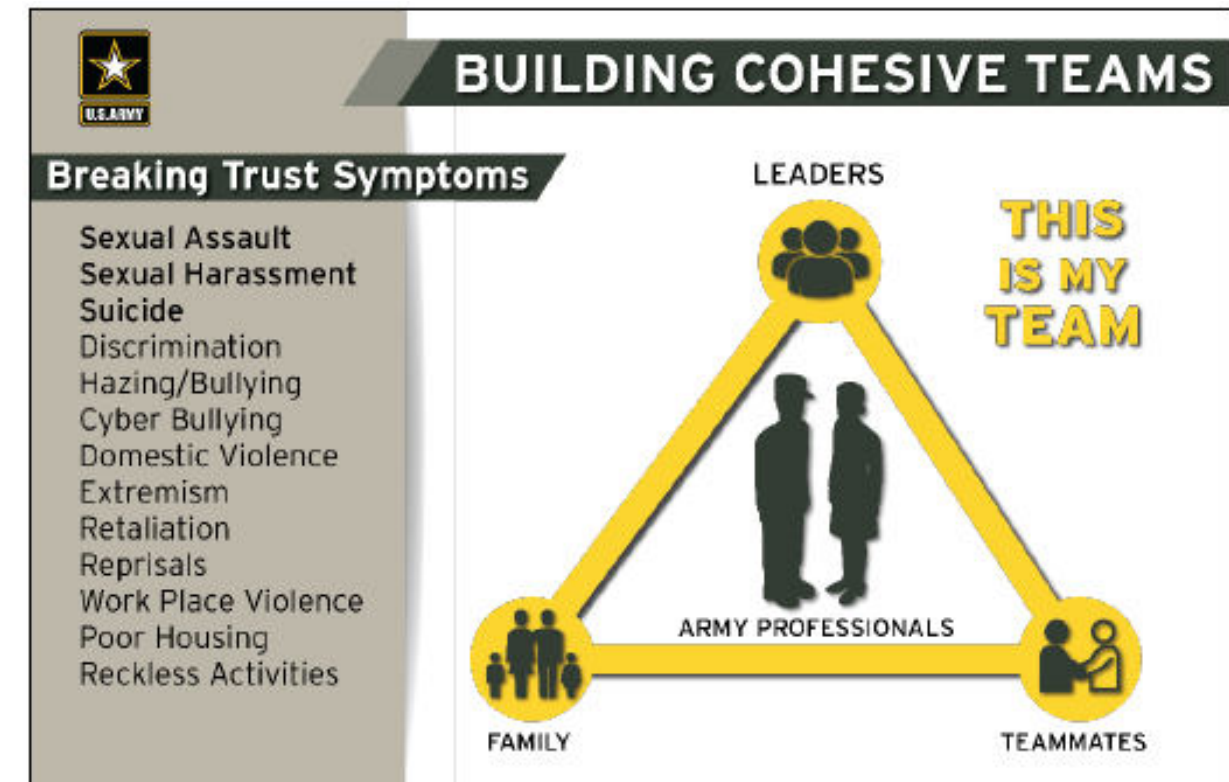


Figure 1:
Building
cohesive
teams

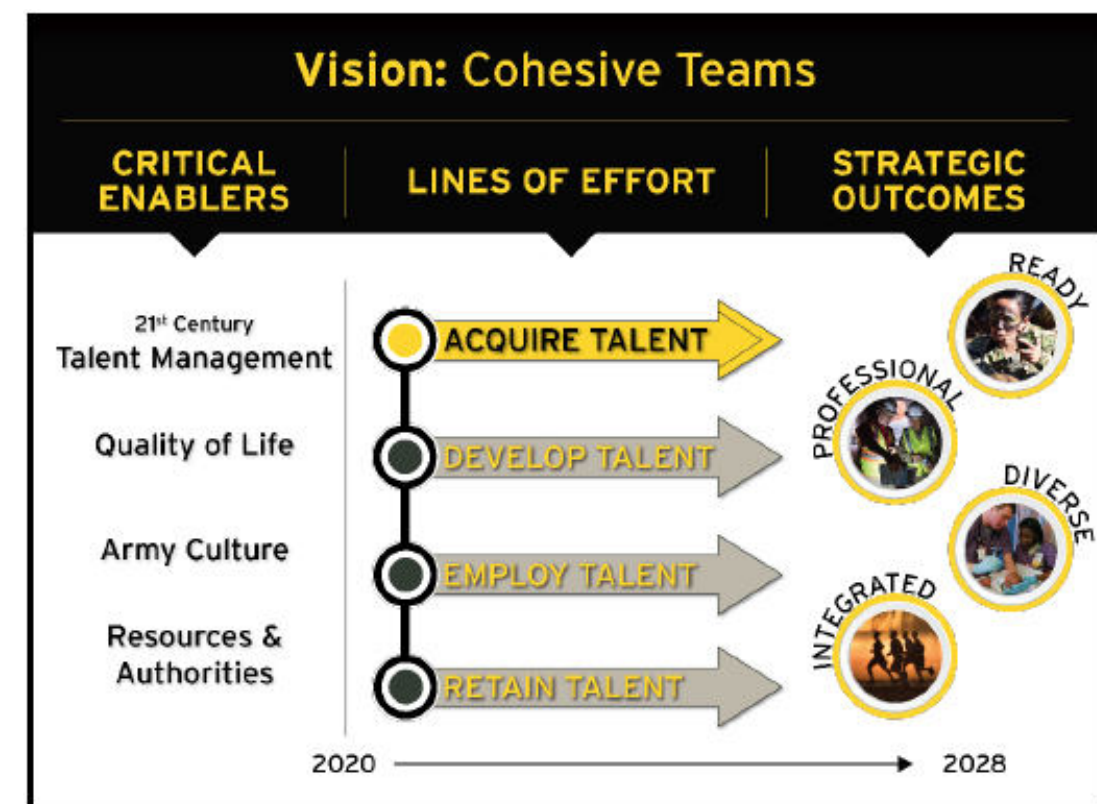


Figure 2:
Strategic approach
through 2028



Toxic leader? (continued)

Lt. Col. Cynthia P. Henderson

(Continued from page 3)

Zero-defect mentalities and zero-tolerance policies are standard: Holding the group accountable for the actions of one or a few. This happens when leaders restrict freedoms and privileges en masse, opposed to holding individuals accountable and making them examples. Mass corrections are the norm in these climates, with toxic leaders adhering strictly to the letter of every policy and regulation in order to maintain “good order and discipline.” The unforeseen side effect of this overzealous method is that it is taken to such an extreme that it actually destroys good order and discipline, morale, and initiative. On the surface, this notion seems to come from a paternalistic place, wanting to care for and protect subordinates. However, when words and actions are not aligned, it’s made clear that these leaders are simply trying to protect their own reputations. Soldiers need to be allowed to fail or they will never learn.

How do we get ahead of this corrosive? We do so by taking personal inventory of ourselves and weigh our actions against AR 600-100, Army Profession and Leadership Policy. Granted, be-

ing a direct or deliberate leader does not make you or your organization toxic. Nevertheless, there are times when we may need to step back, and theoretically place ourselves in our Soldiers, officers or noncommissioned officers position. In doing so, we’re better able to determine if we’ve treated them with the respect that they too deserve. Furthermore, as Teaching and Training is one of our four IG functions, we are also available to provide unit training.

In closing, as we continue to combat the corrosives of: sexual assault/sexual harassment, extremism/racism and suicide, may we also strive to contend against the same. People First!

Lt. Col. Cynthia P. Henderson entered active duty as a 13A, field artillery officer, in 2000, and transitioned to her control branch of Adjutant General Corps, then 42B, in 2004. She has served in various positions including G1 at 19th Expeditionary Sustainment Command, personnel accountability division chief at 14th Human Resources Sustainment Command, and executive officer to the Forces Command chief of staff. Henderson has been serving as the command inspector general at the USAFCEFS Office of the Inspector General since September 2020.

“Droit-et-Avant”

Through the This is My Squad initiative, Soldiers are empowered to incorporate and adapt the Army's best practices.

Figure 3:
Instance of the “This is My Squad” campaign

Inspector general history

Lloyd E. Dixon, deputy inspector general



The Continental Army, when formed in 1775, represented a disorganized array of militia from different colonies with little uniformity in organization, procedure, drill, appearance, or equipment. The Continental Army’s leaders could not compare to the experienced, solid officer leadership of the British Army. General George Washington, the Army’s newly designated commander-in-chief, was clearly dissatisfied with the training and readiness of his diversified and inexperienced forces.

On Oct. 29, 1777, General Washington, recognizing that the future of the Army and the Nation was in peril, convened a council of 14 general officers. This council decided, among other things, that an inspector general (IG) for the Army was necessary. This IG would supervise the training of the entire Army to ensure troop proficiency in common tactics. Moreover, the IG would be the commanders’ agent to ensure tactical efficiency in the Army by focusing on the greatest and most pressing need of the troops, tactical competence. The council envisioned the duties of this position to be those of a “drillmaster general” or a “muster master general.” On Dec. 13, 1777, Congress created the office of the IG within the Army. The congressional resolution authorized two IG positions.

These inspectors general would be responsible to review the troops, ensure that officers and Soldiers received instruction in exercise maneuvers established by the Board of War, ensure that discipline was strictly observed, and ensure that officers commanded properly and treated their Soldiers with justice. The Army IG system that enhanced the warfighting and readiness capabilities of the Continental Army in 1778 is still serving that same critical purpose in today’s different global operations.

The overall concept of the Army IG system has remained constant through more than two centuries of war and peace. The major changes have occurred in how we execute and apply the Army IG system to today’s transforming and operationally oriented Army. Today’s Army IG, like the Army IG of the past, is an extension of the commander’s eyes, ears, voice, and conscience. IGs serve their commanders, their commands, and the Soldiers, civilians, and family members that comprise that command. For nearly 244 years, IGs have served their commanders and commands by teaching and training, inspecting, assisting, investigating, and sometimes auditing.

Today, the four functions of inspections, assistance, investigations, and teaching and training define our Army IG system. These functions, like the overall Army IG system, emerged over the years, principally during times of war. The rich history of the Army IG system has contributed to its effectiveness and philosophy today.

Lloyd Dixon entered civilian service as an assistant inspector general, in 2008. He has been serving as the deputy inspector general at the USAFCEFS Office of the Inspector General since April 2010.



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Teaching and training

Capt. Jedidiah Z. Schlissel, chief of inspections



The inspector general (IG) is an Army organ with a variety of functions that a majority of service members misunderstands. There is a mistaken impression that the IG's primary function is to conduct investigations. Conversely, while on paper the assistance function for inspectors general constitutes the bulk of our workload, assistance is not the most exercised of the IG functions. And of course, the IG makes itself eminently visible during their often dreaded IG inspections. In each of these functions mentioned, integral, ever-present and entwined in each of them is teaching and training, perhaps the most important function – the one which corrects, instructs, and prevents. Focusing on teaching and training, we will attempt to dispel some preconceptions of the IG, heavily referencing the IG *Teaching and Training Guide*.

The IG has four core functions established by Army Regulation 20-1, *IG Activities and Procedures*: teaching and training, assistance, inspections, and investigations. In keeping with the guiding philosophy of Maj. Gen. Wilhelm von Steuben (the U.S. Army's founding IG), the chief goal for each of the four functions is to assist commanders with improving their readiness and warfighting capability. He explicitly established teaching and training as the first and bedrock function of the Army IG toward that end. Fittingly in keeping with this seminal purpose, Lt. Gen. Leslie C. Smith, the current Army IG, continually makes a point to emphasize teaching and training as the number one priority for the IG.

Army Regulation 20-1, Chapter 4, addresses teaching and training as both an **embedded** and an **independent** function. As an embedded function, teaching and training allows IGs to profess standards, explain systems and processes, and teach current Army doctrine while IGs are

performing their mission-critical functions of inspections, assistance, and investigations. As an independent function, IGs directly serve as educators of Army standards and doctrine through this function, to include teaching units how to rebuild or reestablish systems that have withered due to high operational tempo. Inherent in both approaches to teaching and training are the IG's regulatory requirements for this function as found in paragraph 1-4.b.(6). That paragraph charges all IGs to teach and train by:

- Teaching policy, procedures, systems, and processes to help organizations and activities improve operations and efficiency and accomplish command objectives.
- Disseminating information, innovative ideas, and lessons learned.
- Training acting IGs, temporary assistant IGs, and administrative support personnel who are not required to attend TIGS using instructional materials provided by the school.
- Assisting leaders at all levels in teaching the Army professional ethic, the Warrior Ethos, and the Army's Civilian Corps Creed.

IG inspections: IG inspections of systemic issues traditionally rely upon multiple units and other organizations for information related to the topic in question. The focus is on resolving the pattern of noncompliance within the system, and the units and other organizations experiencing these problems serve as data-gathering points that allow the IG to identify the trouble spots within the system and make recommendations that, when implemented, will resolve the systemic issue. IG inspectors, while gathering the required information, often take those opportunities to explain to the units and organizations they visit the particular standards (with current updates) that pertain to the system in question. Many root causes for non-compliance, which in turn lead to larger systemic issues, fall

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In each IG function, integral, ever-present and entwined in each of them is teaching and training, perhaps the most important function.

Teaching and training

(continued)

into the 'don't know' category because, as a complex and highly regulated Army, we have many standards and requirements that often overwhelm leaders at all levels. On-site opportunities to educate units and other organizations on these standards – and how the system works in general – are critical to avoiding recurring problems related to the system. While time may often be a factor, IGs always strive to teach standards as they gather information because, in most cases, knowing one's role in that system and how to make it work is the best remedy for a systemic problem.

Assistance: Many complainants often bring issues to the IG for resolution that do not merit an inquiry because the individual fails to understand the current standards and may not realize that a problem does not exist. These unfounded issues require on-the-spot teaching by the IG to inform the individual of what the standard is and why the complaint lacks merit. For example, a Soldier may complain to the IG that he or she did not receive the proper number of permissive temporary duty (PTDY) days from the commander. After the IG learns more background information from the complainant upon receiving the IG action request (IGAR), the IG can immediately consult the governing regulation with the complainant present to determine if the individual's concerns are in accordance with current Army policy. In many cases, complainants do not fully understand how their situation applies to the policy, and the IG uses this opportunity to explain such matters to the individual. But even when complainants submit founded IGARs for IG action, the IG can still teach the complainant about any current changes to the policy (or standard) in question, especially if those changes may modify the results of the assistance inquiry. IGs often take advantage of the step to notify complainants of the results as a good opportunity to teach complainants about new or revised standards that

the IG has discovered during the assistance inquiry.

IG Investigations: Like the inspections and assistance functions, IG investigations and investigative inquiries present numerous opportunities for teaching and training. Teaching and training when gathering testimony (sworn and recorded, etc.) provides IGs an excellent opportunity to explain standards, especially to subjects and suspects who may not understand how and why they may have violated a particular standard. For example, the allegation may involve a misuse of government property; and, while gathering testimony from the subject/suspect, the IG may realize the individual simply does not know or understand the policy. In these cases, the IG may take the time to explain the standard to the individual and, in some cases, why the individual's alleged actions may have violated that standard.

Other means of exercising our teaching and training function is through direct outreach opportunities, that is the **independent function** of teaching and training. Incidentally, this very forum and medium of articles in print is a prime method and means of exercising our teaching and training function. Our office already participates in a number of these, and is always eager to incorporate additional opportunities across the installation as our office seeks them out. Our office also welcomes requests to participate in units' leader professional development sessions. Here is a brief list of teach and train forums: commander/first sergeant courses, initial entry training orientation courses, new comer briefings and commander in-briefings. Generally, our agenda covers ways we can assist commanders and Soldiers through our various functions, as well as covering generalized trends and issues that come through our office. Provided time for planning and research, our of-

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Teaching and training is both an embedded and an independent function of inspector general operations.



The IG is sort of a “court of last resort.” Other remedies should be used first if they are available.

Ten steps for success with the IG

Capt. Alistair M. Alexis, chief of assistance & investigation



For individuals to garner maximum benefit from their interactions with the (inspector general) IG, leaders and Soldiers must understand the capabilities and appropriateness of the IG system. IG are not commanders and cannot

take direct action. Inspectors General must operate within the same DoD, DA and other regulatory and policy framework as everyone else. Inspectors General assist personnel with issues but in many instances cannot resolve issues without information or documentation, which must be provided to the IG.

Inspectors General do not conduct actions when a complainant brings a matter not appropriate for our office to address. If there is already a due process established, the IG office cannot inject itself into that process until it is pursued and completed. An example of this is an officer or noncommissioned officer evaluation report (or OER/NCOER) appeal. The appeals process is an existing means of redress in Army policy, as are many other avenues of redress for other circumstances. The IG will work with persons to understand the recommended solution for his or her problem, but in many cases, the person seeking the IG assistance must conduct the action on his or her own, such as submitting the appeal discussed above. The IG will not initiate these actions on behalf of someone if a redress process exists.

1. Be sure there is a problem. Personal pet peeves can loom large in a person's mind, but there is little to nothing the IG can do about a personal pet peeve. If the food in the dining facility (DFAC) is consistently cold or the DFAC is unsanitary, that is a problem. If someone does not like the menu for one particular meal, that is a personal pet peeve.

2. Give the chain of command a chance to solve the problem. The chain of command is the first stopping point for

resolving problems. A chaplain, a congressman or local IG can help out if appropriate, but they often must ultimately work with the chain of command to gain a resolution to the issue.

3. Try all other appropriate remedies. The IG is sort of a “court of last resort.” Other remedies should be used first if they are available.

4. Deal with the closest IG; it will speed up the process. The IG at a major command or Army level cannot personally investigate each complaint. In most cases, the higher IG will refer issues and requests to the IG at the level nearest that of the complainant. That IG will then inquire into all aspects of the case and provide all the information to the IG at the higher level. This is not to imply that a Soldier cannot deal with an IG at any level desired. The problem may be so sensitive that the Soldier is reluctant to discuss it with anyone assigned to his or her own unit. A consideration factor when contacting a higher level IG will be the extra time necessary for processing the complaint given the extra layer as a result.

5. Level with the IG because the IG will know soon enough if the truth is being twisted. If an IG is asked to address an issue which the complainant knows to be unfounded, if information brought to the IG is not truthful, or the complainant simply wishes an outcome to be changed to benefit the complainant despite the outcome being legal and founded in regulation, this will result in wasted time and effort on the part of the IG and the command. If a policy is perceived to be unjust, illegal or improper, the IG can inquire into it or recommend a way ahead in accordance with step 6, below.

6. Keep in mind the IG's regulatory and statutory limits: The IG cannot change a regulation just because it does not suit an individual. However, The IG can recommend to proponents changes

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Ten steps for success with the IG

(continued)

to regulations or policy determined to be inappropriate or unfair, or recommend that a non-IG person or organization recommend changes. That said, recommendations to change a regulation, if accepted, take time to go into effect.

7. An IG is not a commander and can only make recommendations, not give an order: Some Soldiers get upset because nothing seems to have happened as a result of their complaint. Keep in mind that the IG can only advise, not order a commander. There may be good reasons the IG recommendation was not acted upon or has not yet been acted upon. Very likely, the IG recommendation has been acted upon, but either the complainant may not know that it was, or may not like the recommendation itself.

8. IGs can only resolve a case on the basis of provable facts: An IG uses proof and evidence to resolve cases, and gathers information from a broad spectrum or persons and sources. Also, just because a person says their supervisor violated a regulation does not make it a proven fact.

9. Do not read evil thoughts into an ongoing investigation or inquiry: It is human nature to look at things from a very personal point of view. Some Sol-

diers assume the commander has intervened and muzzled the IG if they do not hear the results of the investigation/inquiry immediately. Heavy workloads require time.

10. Be prepared to take “no” for an answer: Do not assume that a negative answer from the IG is wrong just because it is unpalatable. IG answers are based on regulation and policy. If the Soldier is absolutely certain the answer is wrong, and if he or she has some additional evidence to support that certainty, the case may be reconsidered. If a person is merely unhappy because the resolution or answer provided was not what the individual wanted to hear, the answer cannot change unless the underlying regulation or policy changes.

Leaders and Soldiers must understand the IG system and use it properly. I encourage leaders to inform their subordinates and peers on these ten steps to facilitate success when interfacing with the IG.

Capt. Alistair Alexis entered active duty as a 92R, Parachute Rigger, in 2005 and earned his commission as a 92A from Officer Candidate School in 2009. He has served in various positions including company commander, current operations officer and distribution platoon leader. Alexis has been serving as a division branch chief at the USAFCEFS Office of the Inspector General since October 2020.

Teaching and training (continued)

Capt. Jedidiah Z. Schlissel

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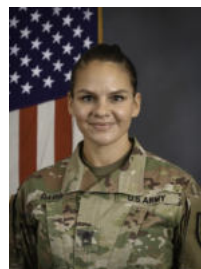
office can facilitate training and instruction on a great variety of topics upon request, and thereby improve USAFCEFS's readiness and warfighting capability. “Leadership and learning are indispensable to each other.” – Pres. John F. Kennedy

Capt. Jedidiah Schlissel entered active duty as a 13A, Field Artillery officer, in 2011. He has served in various positions including battery commander, fire support officer and multiple launcher rocket system platoon leader. Schlissel has been serving as a division branch chief at the USAFCEFS Office of the Inspector General since May 2019.



Family non-support updates

Sgt. 1st Class Regan Davis, assistant inspector general



The number one assistance complaint that we receive here at the Fires Center of Excellence IG office is family non-support. Unfortunately, this alarming trend is also the number one IG assistance case across the Army. Nevertheless,

this particular issue is not IG appropriate, and is an issue with which many command teams are unfamiliar. Supporting family members is obviously a Soldier's personal responsibility; however, when the Soldier fails to meet his or her obligation for whatever reason, Army regulations confer certain responsibilities to unit commanders. Army Regulation 608-99, Family Support, Child Custody, and Parentage (2020), "sets forth Department of the Army (DA) policy, responsibilities, and guidance on financial support of Family members, child custody and visitation, parentage, and compliance with court orders regarding these and related matters" (para 1.1.). The Army updated the regulation after more than 15 years after its last edition (2003), and we will review some of the more salient changes relevant to commanders, Soldiers and their dependents.

The updated version simplifies command obligations in response to family support, child custody, and parentage inquiries (chap 3). It first establishes authority for resolution with company-level commanders of the Soldier concerned, and provides guidelines for conducting preliminary inquiries or administrative investigations, if applicable. Importantly, it provides specific standard requirements for all replies by commanders upon receipt of this issue's arising. "If a commander determines that the Soldier has failed to comply with this regulation in the past, for whatever reason, or indicates any unwillingness to comply with this regulation in the future, the commander will order the Soldier to comply with this regulation" (para 3-4.a.(3)),

specifying a list of minimum requirements.

The most notable change in this section of the regulation is that the previous version required the commander "send a reply in response to each inquiry within 14 days of its receipt" to the current requirement to "send a reply in response to each inquiry within a reasonable time of receipt and/or upon completion" (para 3-3.a.). Distilled, it requires reasonable time vs. 14 days. This does not imply an unlimited timeframe, but it does allow more flexibility for commanders to consider surrounding events into their suspense.

The ever-present disclaimer: "Commanders should seek the advice of the servicing SJA office on measures that may be taken to enforce compliance with, and punish violations of, this regulation under applicable Federal, state, or foreign laws" (para 3-8.a.). The 2020 update incorporates policy contained in Department of Defense Instruction 5525.09, "Compliance with court orders by service members and DoD civilian employee, and their family members outside the United States," pertaining to cooperation with state and local officials in enforcing certain court orders relating to overseas service members (para 3-7.d.). It also establishes new guidance related to Army enforcement of ambiguous written financial support agreements (para 2-3.b.(2)). Additionally it clarifies guidance pertaining to the enforceability of foreign financial support court orders (para 2-4.b.).

The update also provides guidance related to email, text messages, and social media with regard to written financial support agreements (para 2-3.b.). It establishes new guidance related to calculating interim financial support for Soldiers stationed overseas who receive basic allowance for housing solely on account of unaccompanied Family members residing in the U.S. (paras 2-

(Continued on page 13)

Supporting family members is obviously a Soldier's personal responsibility.

Family non-support updates

(continued)

6.d. and 2-6.e.). It establishes new guidance for calculating interim financial support when a battalion-level commander or higher has relieved a Soldier of the obligation to provide support to a Family member (para 2-6.d.(1)(c)). Further, it incorporates Army Directive 2020-04, "Enhanced interim financial support," pertaining to enhanced interim financial support for spouses and changes the computation formula for enhanced interim financial support (para 2-6.f.). Word of advice: do not try to figure it out yourself; always consult legal on matters of financial requirements.

To wrap it up, become familiar with this updated regulation. Unfortunately, it is an issue all too common, requiring that commanders help Soldiers understand their legal obligations as well as penalties for failure to meet these obligations. Commanders should help Soldiers understand the different options they have available to meet these obligations. As always, but especially in cases of non-support, written counseling plays an important role both for the clarity of all parties involved and as a

means of record-keeping. Leaders must be clear in presenting and explaining relevant requirements, violations, expectations and the consequences of failure to meet these expectations and requirements. As always, if you have any questions, consult your unit legal advisor.

Sgt. 1st Class Regan Davis entered active duty as a 92Y, unit supply specialist, in 2008. She has served in various positions including battalion logistics NCO, operations NCO and senior supply sergeant. Davis has been serving as assistant inspector general at the USAFCEFS Office of the Inspector General since August 2019.

TAG sends: **Adverse screening**, 5 APR 21.

From BG Hope C. Rumpy, The Adjutant General of the Army:

- Heads up on a monumental change to our promotion board selection processes and procedures for MAJ-COL (AC) and COL (RC). Specifically, the NDAA FY20 law change directed all services to incorporate all adverse information maintained by CID, IG, and JAG to be reviewed by board members prior to making a selection. In addition, derogatory information within the officer's AMHRR will also be viewed. Typically, this information is kept within the restricted portion of the AMHRR.

- Prior to the convene date of the aforementioned selection boards, ESPD Promotions Branch will notify officers of any adverse information that the selection board will see. Officers will be informed as to how they may provide a rebuttal. Officer rebuttals will then become part of the officer's My Board File. The first board that begins this new process will be the FY21 AC JAG Colonels board which convenes 28 June 2021. Procedural instructions will be found in the board's MILPER message, soon to be published.

- Attached (at the following link) are the slides that my Promotion's Team put together to highlight the changes and to facilitate the professional development of your officers.

<https://www.milsuite.mil/book/docs/DOC-958181>

know?

you

Did



Fort Sill inspector general outreach

This office has been able to become part of a number of the introductory briefs across the installation, including 434th FA Cadre Training Course, Drill Sergeant Orientation Course, a number of Advanced Individual Training (AIT) Courses, Ordnance Training Detachment, NCO Academy and Ft. Sill Commander First Sergeant Course.



Sgt. 1st Class Close conducts a brief to battery-level commanders and first sergeants at their installation orientation course

The Fort Sill Inspector General Office puts a lot of energy into our Teach and Train function. This office takes a preemptive, preventative and proactive approach to arming the Soldiers and workers on Fort Sill with the knowledge they need to be successful. Knowing is half the battle and the Fort Sill IG does their best to direct people to that knowledge.



We provide Soldiers an overview brief of the Office of the Inspector General, explain the core IG roles, functions and operating guidelines of Army regulations, identify issues, inspections and investigations internal to the USAFCoEFS. Briefers discuss who can request IG Assistance, IG Appropriateness, IG trends, Whistleblower Reprisal, IG Scope and Confidentiality; they also highlight aspects of the IG which pertain to Soldiers now and in the future.

Fort Sill inspector general events

Farewells



A bittersweet day for the IG office as we celebrated the successful 20-year career of one of our assistant inspectors general, Sgt. 1st Class Mays. His professionalism, sense of humor, and friendship are predominant characteristics that will carry him far into his future endeavors, much as they did during his tenure within the IG office. We wish him and his family nothing but the best.

Although 1st Sgt. Young has moved on from his position at the inspector general's office, we were able to present him his award for his time here at an office organizational day.

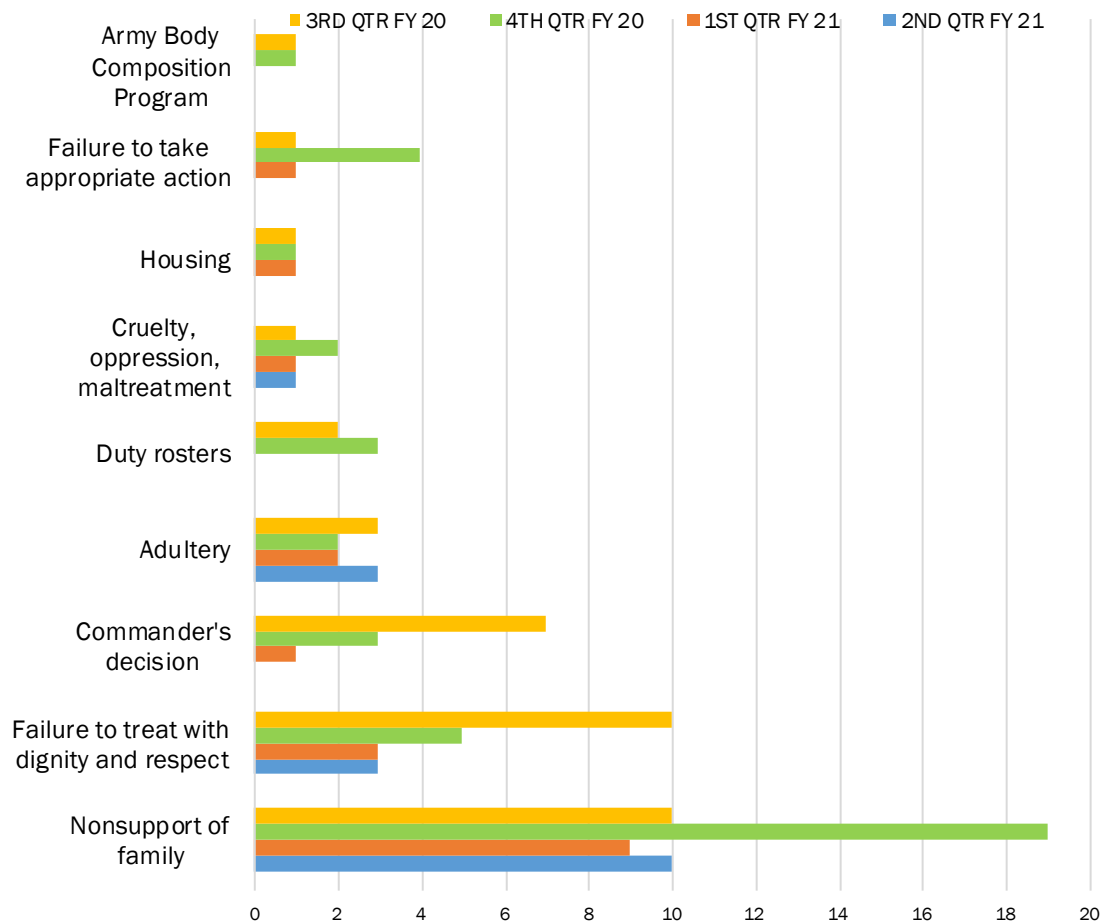


TRENDS

Trends for Fort Sill

Assistance and investigations

Fort Sill Inspector General Office cases: last 4 quarters



Top Five Major Categories †

- 1. Command/leadership issues (157/177) ↑**
 - Nonsupport of family (48/82) ↑
 - Dignity and respect (21/15) ↓
 - Commander's decisions (11/9) ↓
 - 2. Personnel management – military (62/74) ↑**
 - Leave and pass (10/6) ↓
 - Flagging actions (12/13) ↑
 - NCOER (6/1) ↓
 - 3. Personal misconduct (48/47) ↓**
 - Trainee abuse (10/5) ↓
 - 4. Sexual misconduct (17/34) ↑**
 - Adultery (10/20) ↑
 - Fraternization (4/1) ↑
 - Intimate (2/8) ↑
 - 5. Finance and accounting (15/22) ↑**
 - Permanent Change of Station (3/2) ↓
 - Allowances (2/4) ↑
 - Finance services (2/1) ↓
- Hazing (9/3) ↓
 - Cruelty, oppression, mistreatment (4/3) ↓

†Legend: FY19Q3-FY20Q2 / FY20Q3-FY21Q2

↑ / ↓ / ↔ — increased / decreased / same number of assistance requests within the last 4 quarters compared with the preceding 4 quarters

TRENDS

Trends for Fort Sill

Assistance and investigations

Fort Sill Inspector General Office cases:
Comparing 2nd quarter FY 2020 with 2nd quarter 2021*

Why Soldiers seek out inspectors general:

- **Command referred issues** (14/11)
- **Requests for assistance** (104/42) **“I have a problem”**

118/53 issues
brought to IGs

“What walks
through the door?”

*What's going on
throughout the
installation?*

Top Five Trending Categories Only (in descending order for FY20)

- 1. Command / leadership issues (37/17) ↓**
 - Nonsupport of family (20/10) ↓
 - Failure to treat individuals with dignity & respect (3/3) ↔
- 2. Personal misconduct (11/8) ↓**
 - Electronic harassment (1/2) ↑
 - Privacy Act violation (2/2) ↔
 - Trainee abuse (3/0) ↓
- 3. Sexual misconduct/inappropriate relationships (5/6) ↑**
 - Adultery (4/3) ↓
- 4. Personnel management—military (14/6) ↓**
 - Flagging actions (0/2) ↑
 - Leave and pass (5/0) ↓
- 5. Reprisal/improper mental health evaluation (0/4) ↑**
 - Statutory reprisal (1/1) ↔
 - Retaliation by cruelty, oppression, maltreatment (0/1) ↑

*Legend: (FY20 Q1/FY21 Q1)
↑ — increased number of assistance requests compared with FY20 Q1
↓ — decreased number of assistance requests compared with FY20 Q1
↔ — same number of assistance requests compared with FY20 Q1

IG trends indicate issues or complaints brought to our office. One can best view IG trends as a snapshot in time of a general impression held by Soldiers, families and Army civilians regarding conduct at their unit. Restated, IG trends reflect more complainants' perception of wrongdoing in their units and reflect less precisely confirmed misconduct.

The vast majority of *issues* IGs resolve by reestablishing communication with unit leadership and by teaching and training Soldiers and units on the regulations governing those issues.

The vast majority of *allegations* return not substantiated.

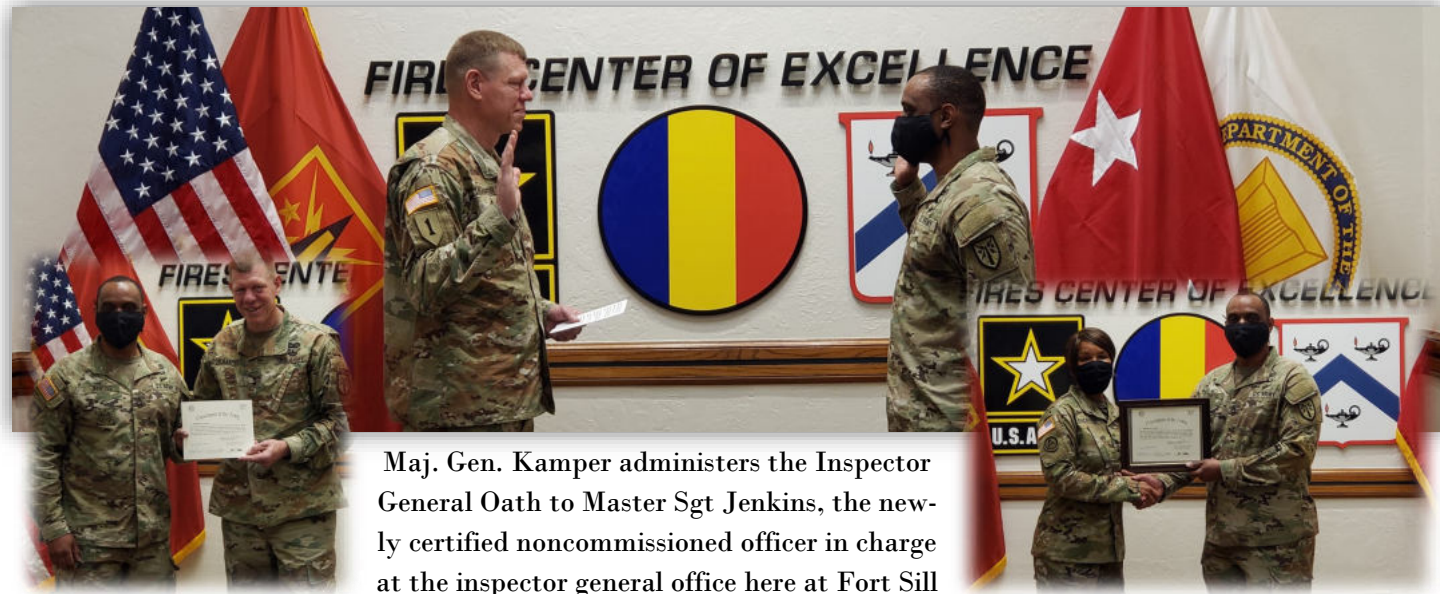
Bottom Line: Most inspectors general spend most of their day solving problems brought to them by Soldiers, Army civilians and family members... it's what we do!

(Data as of April 1, 2021)

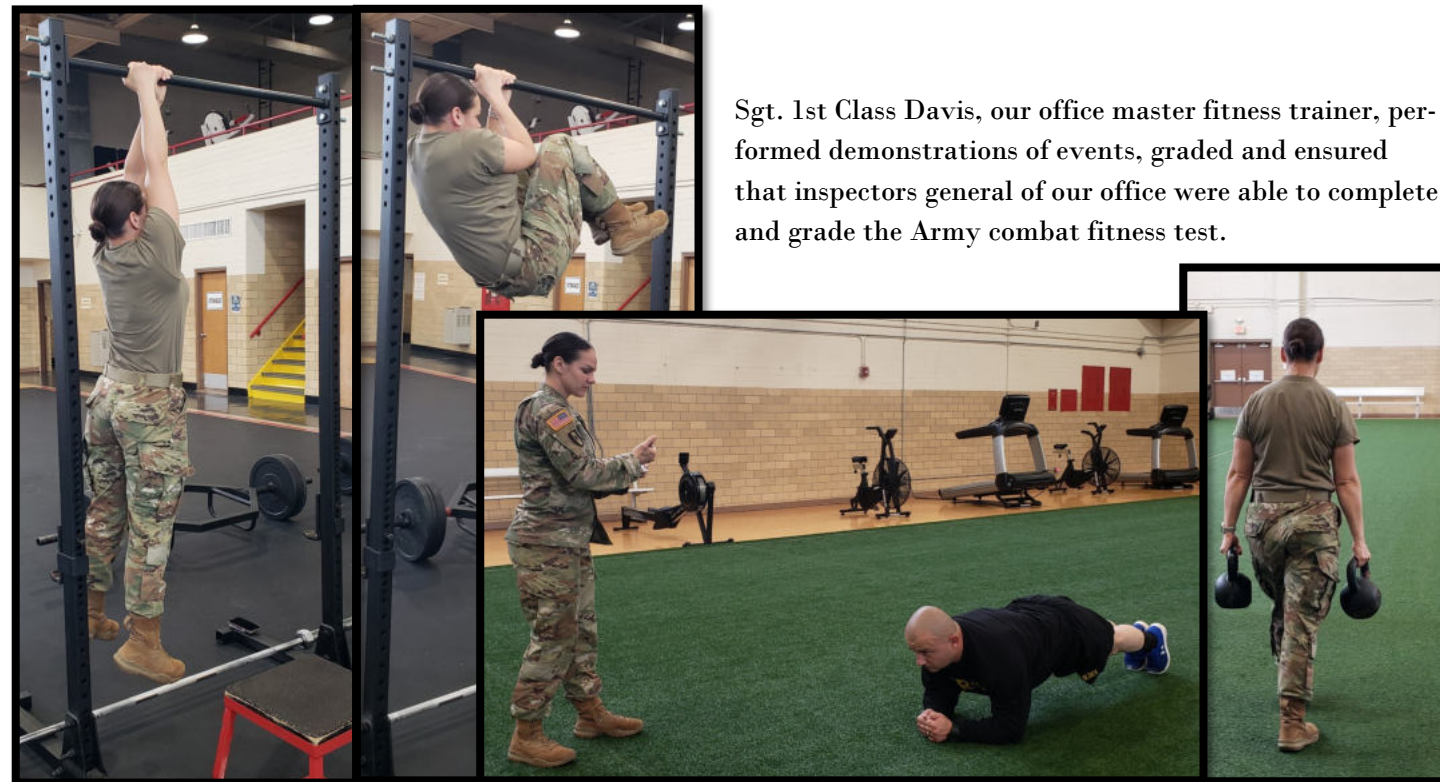


Fort Sill inspector general events

Oath and fitness



Maj. Gen. Kamper administers the Inspector General Oath to Master Sgt. Jenkins, the newly certified noncommissioned officer in charge at the inspector general office here at Fort Sill



Sgt. 1st Class Davis, our office master fitness trainer, performed demonstrations of events, graded and ensured that inspectors general of our office were able to complete and grade the Army combat fitness test.

Fort Sill inspector general events

Birthdays



This office threw impromptu birthday celebrations for Lt. Col Henderson and Sgt. 1st Class Close, replete with balloons and cake!



Updates to personnel action flagging

Sgt. 1st Class Eric J. Ballheimer, assistant inspector general



The Army published a major revision to Army Regulation 600-8-2, Suspension of Favorable Personnel Actions (Flags), available on the Army Publishing Directorate regulations website, effective since May 5, 2021. With it, the new version

Department of the Army (DA) Form 268 is available for download and use. Henceforth, previous versions of the regulation and old DA Form 268 are obsolete. Below is a review of the new requirements and the addition of six new flag codes and when used.

The update effectively retired the **flag code X** – “Other,” and replaced it with the new specific flags established for each of the five uses previously held for the X flag code. These individual flag codes assist in data analysis and simplify what Flag code a commander should use. Previously, leaders frequently misused Flag code X, as a “catch-all” flag, preferring it to avoid the connotations of the other more specific, more correct codes.

The Army replaced the old flag code X with the following new flag codes:

- **Flag code I** – “Professional licensing, certification, and competency” of Army medical department health care workers and veterinarians
- **Flag code N** – “Noncompliance with 10 U.S. Code 10206 - Members: physical examinations” (Army National Guard/ U.S. Army Reserve only)
- **Flag code O** – “Professional licensing and certification of judge advocates, legal administrators, and military paralegals”
- **Flag code Q** – “Lautenberg amendment”
- **Flag code S** – “No approved family care plan”
- **Flag code R** – “Admin non-deployable retention policy for administratively non-deployable Soldiers”

The Army included changes to the flag report type **code E** – Other, which

changed to flag report type **code E** – Specified. The Army made this change to avoid the common misuse of the previous designation which became problematic for reporting purposes.

With the update, commanders must flag all Soldiers deemed non-deployable, for administrative (not medical or legal) reason(s) listed in Department of Defense Instruction 1332.45, “Retention determinations for non-deployable service members,” para 3.5.c.(1)–(8), for more than six consecutive months, or six non-consecutive months in a 12-month period, as required by Army Directive (AD) 2018–22, “Retention policy for non-deployable Soldiers.” The Army defines non-deployable time of 30 days as equal to one month, and 180 days equal to six months. Commanders will use **flag code R** in addition to, and concurrently with, an “involuntary separation or discharge” **flag (code B or W)**. Commanders will use flag code R used to any other required and equally appropriate flag(s), such as **flag code S** for no family care plan or flag code Q for Lautenberg amendment. The R flag does not take the place of any other required flag code.

Other updates include:

Flag code D – “Referred evaluation reports–inclusive.” This expands “referred evaluation reports” suspension of favorable personnel actions to include new academic evaluation reports forms: DA Form 1059 (service school academic evaluation report); DA Form 1059–1 (civilian institution academic evaluation report); and DA Form 1059–2 (senior service and command and general staff college academic evaluation report, para 2–2.c.(3)). It still applies to any referred officer evaluation report or relief-for-cause noncommissioned officer report.

Flag code E – “Security violations.” This updates the initiation of suspension of favorable personnel actions code E (security violations or loss of security

(Continued on page 23)

Open door policy

Sgt. 1st Class Jacob Z. Maxwell, assistant inspector general



The open door policy standard is “Commanders will publish an open door command policy statement within their commands.” Soldiers are responsible for ensuring that the commander is aware of problems that affect discipline,

morale, and mission effectiveness; and an open door policy allows members of the command to present facts, concerns, and problems of a personal or professional nature or other issues that the Soldier has been unable to resolve. The commander determines the timing, conduct, and specific procedures of the open door policy. They are responsible for ensuring that Soldiers are aware of the command’s open door policy” (Army Regulation 600-20, para 2-2.)

Commanders at all levels have an array of advisors, peers, agencies and a multitude of resources at their disposal when it comes to resolving issues within their command, but the open door policy is potentially a commander’s most valuable tool to maintain the good order and discipline within their ranks. It is simple to implement and regulation requires it. As previously stated, the timing, conduct, and specific procedures of the open door policy are the responsibility of the commander and it is paramount that they ensure their Soldiers are aware of it. One of the first questions we ask when speaking to someone reaching out to the Inspector General’s (IG) office is, “Have you spoken with your chain of command about this issue?” In general the answer to that question is usually “no.” Both parties in this scenario have a responsibility dictated by AR 600-20 which states Soldiers are responsible for ensuring their commander is aware of problems that affect the unit.

It is imperative that commanders are proactive when handling potential issues in their ranks because not having

firsthand knowledge does not absolve the responsibility of the accomplishments and shortcomings within their unit. Similarly, Soldiers are responsible for keeping their commands informed because they cannot effectively resolve problems they do not know exist. Often at the IG’s office, we refer issues back down to commanders as they are not IG appropriate and often commanders are not aware of these issues. The burden of resolving issues at each unit may ultimately fall on the commander’s shoulders but as subordinates of that commander, we owe it to them to give them a chance to lead effectively.

One of the main functions of the IG staff is assistance and we have the responsibility of supporting anyone that reaches out to us. We encourage people to contact us with their issues in order to find the best way ahead. Sometimes the best way ahead is teaching service members the importance of the open door policy. The assistance offered by the IG is an effective tool that allows Soldiers, civilians and family members to voice their concerns directly with their commander. Since each policy can be different, take some time out of your day to review your local policy and move forward with the knowledge that this particular policy often can be the easiest and most effective way of resolving issues and addressing concerns within your ranks.

Sgt. 1st Class Jacob Z. Maxwell entered active duty in 2012 as a 14E, patriot fire control enhanced operator/maintainer. He has served in various positions including team chief, squad leader, platoon sergeant, and fire direction chief. Maxwell has been serving as an assistant inspector general at the USAFCEFS Office of the Inspector General since September of 2020.



Updates to personnel action flagging
(continued)

AR 600-8-2 (5 April 2021), Table 2 – 1 Reason Codes	
Code	Reason
Nontransferable Flag	
A	Adverse action
B	Involuntary separation or discharge (field initiated)
D	Referred OER, AER, or Relief for Cause NCOER.
E	Security violation or loss of security clearance (field or HQDA initiated)
F	Delay of promotion or removal from a selection list (HQDA initiated)
I	AMEDD only- failure to attain or maintain professional licensing, certification, and competency
L	Commander’s investigation
M	Law enforcement investigation
N	USAR only- Noncompliance with 10 USC 10206
O	Judge Advocates, Legal Administrators, or Paralegals lack of professional licensing or certification
P	Not recommended for automatic promotion to PV2, PFC, or SPC
Q	Lautenberg Amendment
R	Admin Non-Deployable Retention Policy for Administrative Non-Deployable Soldiers
S	No approved Family care plan
T	Not recommended for automatic promotion to 1LT or CW2
U	Drug abuse adverse action
V	Alcohol abuse adverse action
W	Involuntary separation or discharge (HQDA initiated)
Transferable Flag	
H	Punishment phase
J	ACFT failure
K	ABCP

Figure 4:
Excerpt from AR 600-8-2, Table 2-1, Reason Codes

Updates to personnel action flagging (continued)
Sgt. 1st Class Eric J. Ballheimer

(Continued from page 20)

clearance) from field initiated only to field or Headquarters, Department of the Army (HQDA) initiated (para 2–2.d.). It also changes policy on the removal of suspension of favorable personnel actions’ code E, security violations or loss of security clearance, from field removal to HQDA removal only (para 2–9.b.(2)).

Flag code L - “Commanders investigation.” This regulations still includes flagging requirements for both preliminary inquiries and administrative investigations under AR 15–6 (para 2–2.g.). It also adds requirements to provide the flagged Soldier with copies of the suspension of favorable personnel actions initiation or removal DA Form 268 (para 2–6.). Also, losing commands must upload appropriate transferable flag documentation to the Army Military Human Resource Record (AMHRR) temporary administrative folder, as outlined in AR 600–8–104 (para 2–8.a.(1)–(4)). So too, the gaining command must download appropriate transferable flag documentation from the AMHRR temporary administrative folder. Commands must also maintain DA Form 268 with supporting documentation for one year on all Soldiers who complete a permanent change of station move while flagged (para 2–10.a.(4)).

The Army included changes that add requirements for uploading documentation showing the successful completion of, and removal from, the Army body composition program to the AMHRR temporary administrative folder (AR 600–8–104, para 2–9.b.(18)). The update also standardizes all time requirements (to within 3 days) for initiating and removing suspension of favorable personnel actions within Human Resources systems and for opening or closing flagging actions on the DA Form 268 (paras. 1–10.a., 1–10.c., 2–1.d., and 2–1.f.(5)). Finally, the update incorporates AD 2020–06, Army Combat Fitness Test (ACFT), in part, by replacing “APFT” (or the Army

Physical Fitness Test) with “ACFT” (throughout). See AD 2020–06 for further guidance on how to apply the provisions of this regulation with regard to the ACFT.

In conclusion, personnel at all levels must know the changes to the flag regulation, codes, and DA Form 268. As stated above, the Army has already placed these changes in effect. If you have any questions regarding these new changes, please contact your local unit S-1 office or this inspector general office.

Sgt. 1st Class Eric Ballheimer entered active duty as a 13M, multiple launcher rocket system crewmember, in 1992. After a break in service, he reentered active service in 2001 as a 42A, human resources specialist. He has served in various positions including NCOIC at Human Resources Directorate and Defense Threat Reduction Agency. Ballheimer has been serving as an assistant inspector general, in the USAFCEFS Office of the Inspector General since July 2019.

AR 600-8-2 (5 April 2021), Table 2 – 2 Report Codes	
Code	Report
A	Initial report.
B	Transferable report (ARNG only).
C	Final report—favorable. This report is prepared when— a. Investigation finds no substantiated findings. b. Charges are dropped, Soldier is exonerated, or no disciplinary action is taken.
D	Final report—unfavorable. This report is prepared when— a. The investigation finds substantiated charges. b. The punishment is completed. Punishment includes, but is not limited to forfeiture of pay, suspension, parole, probation, or memorandum of reprimand (local and AMHRR filed).
E	Final report—other. This report is prepared when— a. Soldier flagged for noncompliance with the ABCP, AR 600–9, subsequently meets the ABCP requirements. b. Soldier flagged for APFT failure passes the record APFT. c. Commander’s decision to block automatic promotion is removed. d. Soldier has an approved Family care plan. e. Soldier meets the requirements of 10 USC 10206. NOTE: Do not use this code to close an erroneous Flag.
Z	Erroneous Report. Use this code to close erroneous Flags.



Figure 5:
Excerpt from
AR 600-8-2,
Table 2-2,
Report Codes

U.S. flag etiquette

Sgt. 1st Class George T. Schwarz, assistant inspector general



Flag Day is June 14, an annual date in which many Americans display the nation's symbol, as they do on Independence, Memorial and Veterans days. The date commemorates June 14, 1777, when the Continental Congress discarded

the British symbols of the Grand Union flag with a flag featuring 13 white stars in a circle on blue, along with 13 red and white stripes – one for each state. The U.S. Flag Code (4 U.S. Code Ch1: The Flag) can be found online at military.com.

The symbols

The American flag, also nicknamed as "Old Glory" or the "star-spangled banner," has changed designs over the centuries. It consists of 13 equal horizontal stripes of red - top and bottom - alternating with white, with a blue rectangle in the canton bearing 50 small, white, five-pointed stars. Each of the 50 stars represents one of the 50 states in the United States and the 13 stripes represent the original 13 colonies that became the first states in the Union.

Displaying the U.S. flag

Display the U.S. flag from sunrise to sunset on buildings and stationary flagstaffs in the open. When a patriotic effect is desired, the flag may be displayed 24-hours-a-day if properly illuminated during the hours of darkness.

When placed on a single staff or lanyard, place the U.S. Flag above all other flags.

When flags are displayed in a row, the U.S. flag goes to the observer's left. Flags of other nations are flown at same height. State and local flags are traditionally flown lower.

When used during a marching ceremony or parade with other flags, the U.S. Flag will be to the observer's left.

On special days, the flag may be flown at half-staff. On Memorial Day it is flown at half-staff until noon and then raised.

When flown at half-staff, the flag is first hoisted to the peak for an instant and then lowered to the half-staff position. Raise the flag to the peak again before it is lowered for the day. 'Half-staff' means lowering the flag to one-half the distance between the top and bottom of the staff.

When the flag is displayed over the middle of the street, it should be suspended vertically with the union - blue field of stars - to the north in an east and west street or to the east in a north and south street.

When placed on a podium, the flag should be placed on the speaker's right or the staging area. Other flags should be placed to the left.

When displayed either horizontally or vertically against a wall - or other flat surface - the union blue field of stars should be uppermost and to the flag's own right, that is, to the observer's left.

When displayed in a window it should be displayed in the same way - with the union or blue field to the left of the observer in the street.

When the flag is displayed on a car, the staff shall be fixed firmly to the chassis or clamped to the right fender.

When the flag covers a casket, it should be so placed that the union is at the head and over the left shoulder. You should never lower the flag into the grave or allow it to touch the ground.

Stowing or disposing of the flag:

Fold in the traditional triangle for stowage, never wadded up. The organization Veterans of Foreign Wars (or VFW) offers instructions for properly disposing of a worn flag (refer to their website). Additionally, please make sure you conform to local/state fire codes or ordinances.

Standards of Respect:

The Flag Code, which formalizes and unifies the traditional ways in which we give respect to the flag, also contains specific instructions on how the flag is not to be used. These are some but not

(Continued on page 25)

U.S. flag etiquette

(continued)

limited examples;

The flag should never be dipped to any person or thing. It is flown upside down only as a distress signal.

The flag should not be used as a drapery, as covering for a speaker's desk, draping a platform, or for any decoration in general. Bunting of blue, white and red stripes is available for these purposes. The blue stripe of the bunting should be on the top.

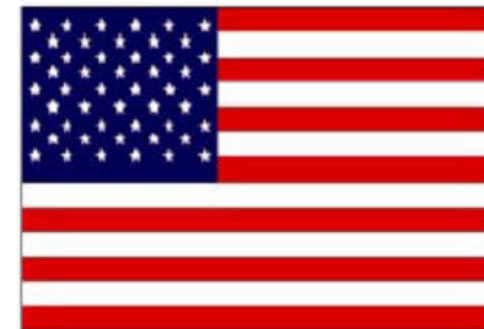
The flag should never be used for any advertising purpose. It should not be embroidered, printed or otherwise im-

pressed on such articles as cushions, handkerchiefs, napkins, boxes, or anything intended to be discarded after temporary use. Advertising signs should not be attached to the staff or halyard.

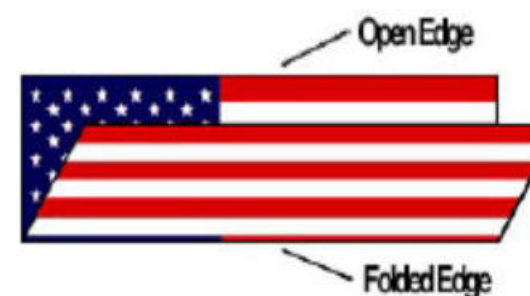
It is your flag, be familiar with its proper usage and etiquette.

Sgt. 1st Class George Schwarz entered active duty as a 13M, multiple launcher rocket system crewmember, in 2004. He has served in various positions including battalion platoon sergeant, battalion master gunner, and brigade master gunner. Schwarz has been serving as assistant inspector general at the USAFCEFS Office of the Inspector General since April 2020.

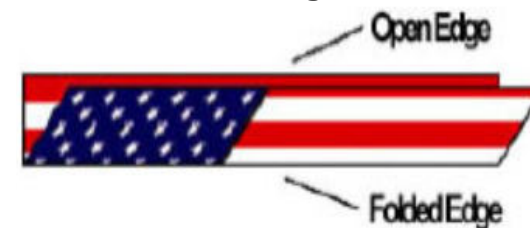
Start



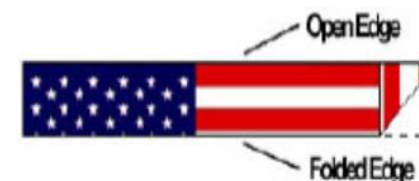
Step 1: Fold the lower striped section of the flag over the blue field.



Step 2: Folded edge is then folded over to meet the open edge.



Step 3: A triangular fold is then started by bringing the striped corner of the folded edge to the open edge.



Step 4: Outer point is then turned inward parallel with the open edge to form a second triangle.



Step 5: Triangular folding is continued until the entire length of the flag is folded in the triangular shape with only the blue field visible.



Completed



Figure 6:
Correct
method of
folding the
U.S. Flag,
icons and
steps used
courtesy of
vfw.org.



Courtesy and welfare visits

Sgt. 1st Class Kenneth M. Prevatt, assistant inspector general



As leaders, it is our responsibility to ensure that the mission gets accomplished, and the most important part of that mission is that we take care of our Soldiers. What does it mean to “take care of our Soldiers”? One aspect of that duty is to make certain that our Soldiers are mentally and physically ready for any task given to them. This includes the safety, readiness, health and welfare not only of our Soldiers, but their families as well. A way leaders can check on Soldiers is by properly conducting courtesy checks, health and welfare inspections, and leader in-home visits in accordance with Army and local policies. For members of the United States Army Fires Center of Excellence and Fort Sill, the governing document covering this topic is the FCoE Commanding General Policy 6E, “Courtesy Checks, Health and Welfare Inspections and Leader In-Home Visits.”

This policy stresses the importance of knowing our people, and showing them that we care. Part of getting to know them includes getting to know their families and ensuring all teammates have a safe and healthy home environment. The ultimate purpose of this is building of trust, teamwork and cohesion required for our units to fight and win. This policy provides leaders a clear guide for determining when they need to engage with their subordinates and/or family members, and how they may do so. Clear definitions and protocols allow for a clear understanding of what the limits and scope of each entails, including some best practices. With this document, leaders cannot claim lack of guidance as an excuse.

Policy: Get to know your people. Brigade-level commanders will ensure that subordinate leaders establish a deliberate system to conduct leader visits in accordance with the below directed guidelines. Any issues discovered during

visits will be immediately brought to command attention and every effort will be made to rectify as quickly and thoroughly as possible. Leaders will conduct:

- Courtesy checks within the first 30 days of a Soldier either arriving to the unit or moving to a new residence.
- Courtesy checks with all personnel regularly, on a semi-annual basis.
- Health and welfare inspections or leader in-home visits as often as they deem necessary.

Courtesy checks: Since leaders should be proactively engaged with their teammates, courtesy checks at Soldiers' residences are intended to allow leaders to get to know their teammates, assess their morale and welfare, or to inquire about a specific concern (like the health of a sick or injured family member). All leaders are encouraged to use this tool liberally as the first and easiest method by which to learn about their Soldiers' off-duty concerns or challenges. The primary intent of the visit is not to enter the home, but to check on the Soldier and/or family and see how they are doing. This does not preclude entrance into the home, if invited.

Leader in-home visit: A visit at the family residence that is more formal than a courtesy check. The intent is to enter the home with the express purpose of increasing command visibility of current, past, or potential health, safety, and welfare concerns inside the residence. Although such visits are an incident of command and a part of sustaining stewardship of our community, such engagements are entirely voluntary on the part of the military family in order to assure respect for their privacy.

Health and welfare inspection: An examination, under the direction and control of a commander, of the whole or part of a unit, organization, or installation conducted as an incident of command. The primary purpose of such an inspection is to determine whether the health

(Continued on page 27)

A way leaders can check on Soldiers is by properly conducting courtesy checks, health and welfare inspections, and leader in-home visits in accordance with Army and local policies.

Courtesy and welfare visits

(continued)

and welfare of Soldiers is affected by the security, military fitness, and good order and discipline of that unit, organization, or installation. An inspection may include an assessment of the command's state of readiness, functionality, sanitation, and cleanliness. Generally, an inspection applies only to persons and property under military control.

Consent: An agreement (usually verbal) by a person to submit to a search, review, inspection, or inventory of part or all of their person or property. Consent is given voluntarily and based on an informed understanding of the intent and scope of the search, review, inspection, or inventory. Consent can be limited in its scope (time, place, property), and can be withdrawn at any time. Voluntary consent is not necessary for examining military property or areas under military control, such as barracks, motor pools, on-post parking lots, or offices, for health and welfare inspections or administrative inventories. Voluntary consent is required for examining persons or property when there is a reasonable expectation of privacy under the circumstances.

Reasonable expectation of privacy: Whether a person has a "reasonable expectation of privacy" in certain physical areas (like inside a home, or inside a barracks room) or while doing certain things (like standing outside talking on a cell phone, or sitting inside a car) is a case-by

-case issue. Because neither the courtesy check, health and welfare inspection, nor leader in-home visit are intended to investigate potential crime or search for evidence, leaders should assume that a generic expectation of privacy exists inside a home, and inside certain areas of barracks rooms and personally-owned vehicles whose purpose is to store personal private property.

The memorandum also includes protocols on each type of check, addressing privacy concerns, the prescribed and allowed scope of each, as well as best practices, such as how to draft a memorandum for record prior and subsequent to their execution. All commanders should have this memorandum on hand for continual reference throughout their tenure in the seat. Also, if in doubt, reach out to your unit legal advisor. Better to call, counsel and plan, and thus avoid violations, rather than react in ignorance.

Sgt. 1st Class Kenneth Prevatt entered active duty as a 13B, cannon crewmember, in 2006. He has served in various positions including operations, platoon sergeant, and recruiter. Prevatt has been serving as an assistant inspector general at the USAFCoEFS Office of the Inspector General since August 2020.

you

know?

In accordance with AR 37-104-4, para 1-4: Commanders will ensure documents affecting pay are accurate and forwarded to the Finance Office (FO)/Defense Military Pay office (DMPO) promptly. That the battalion S1 will forward pay related documents to the FO/DMPO on daily transmittal memorandum no later than 1000 hours the workday after the document is received or generated per DA Pamphlet (DA Pam) 600-8.



ASAP/SUDCC

Sgt. 1st Class Julian M. Maez, assistant inspector general



Substance abuse has been an issue in the Army since its inception, mainly alcohol. The Army developed a program to address the concerns of abuse of drugs and alcohol, known as the Army Substance Abuse Program (ASAP). This entity would validate and address substance abuse concerns. The program is now absorbed under Substance Use Disorder Clinical Care, (SUDCC). While ASAP is still the main program, it is a sub-program alongside others in SUDCC. I will attempt to explain the current purpose of the ASAP and how it works with SUDCC as a response to alcohol substance abuse.

The program's mission is to reinforce the fitness and effectiveness of the Army's workforce in order to strengthen the force, retain personnel, and enhance the combat readiness of Soldiers. Army Regulation guidance to support the program is AR 600-85. ASAP's objectives are many and holistic:

- To increase individual fitness and overall unit readiness;
- To provide services which are proactive and responsive to the needs of the Army's workforce;
- To emphasize alcohol and other drug abuse deterrence, prevention, education, and rehabilitation;
- To implement reduction and prevention strategies that respond to potential problems before they jeopardize readiness, productivity, and careers from alcohol and other drug risk.
- To restore to duty those substance-impaired Soldiers who have the potential for continued military service while also providing effective alcohol and other drug abuse prevention and education at all levels of command, and encourage commanders to provide alcohol and drug-free leisure activities.
- To ensure all ASAP staff personnel are fully trained and experienced to ac-

complish their missions.

- To achieve maximum productivity through the reduction of absenteeism, and attrition among civilian corps members by reducing the effects of the abuse of alcohol and other drugs.

Prior to 2016, the ASAP was primarily characterized by its being a clinic setting, while its other related functions fell under that program. The Army decided to move the emphasis from clinical "help" service portions of the agency and redirected these, rolling them under medical command, and behavioral health. This restructured program is known as Substance Use Disorder Clinical Care or SUDCC. While Soldiers used to be referred to ASAP for issues, now they are referred to SUDCC. SUDCC replaced the treatment responsibility for ASAP. The program's current incarnation is distinguished by SUDCC enveloping ASAP, and also incorporates the behavioral health providers together with the substance use disorder providers. This stream-lines both programs under one command for rehabilitation and treatment. ASAP still deals with drug tests, reporting, education, and unit level training.

Some things about the program remain unchanged. There are still two avenues for substance abuse care: voluntary and mandatory. Voluntary alcohol-related behavioral healthcare can be a self-referral, which will not place a Soldier in a non-deployable status, and does not require command notification like the mandatory treatment. Mandatory referral occurs when the command orders Soldiers to undergo substance use disorder treatment. These situations most often arise when that Soldier was involved in a substance use-related incident, such as driving under the influence for example. Under the voluntary care track, treatment is not related to a punitive process but is the Soldier's choice. Soldiers can take

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ASAP/SUDCC

(continued)

these steps before a career-detrimental events occur. Soldiers in the voluntary care track have the flexibility to discontinue and re-enter care at any time.

The process of voluntary treatment starts when a Soldier notices signs of alcohol misuse. Next, the Soldier refers themselves to behavioral health for an evaluation and treatment plan, which the Soldier and provider then develop directed towards the Soldier's goals. Treatment is based on the Soldier and their symptoms. Health Insurance Porta-

bility and Accountability Act (or HIPPA) privacy laws require that Soldiers' behavioral health treatment remains private unless they meet the command notification requirements, such as harm to self, harm to others, medical conditions interfering with duty or care as prescribed in Department of Defense Instruction 6490.08, "Command Notification Requirements to Dispel Stigma in Providing Mental Health Care to Service Members."

Mandated treatment comes from the unit commander. A commander may command-refer a Soldier into the program without consulting or first informing that Soldier if the commander becomes aware, observes, or suspects that the Soldier is a substance abuser. When commanders use this method, because Soldiers let their problem get to a stage that commanders cannot ignore, Soldiers face the likelihood of punitive actions on the other end of treatment.

Soldiers' better understanding of this program and its methods of referral are vital components to maintaining adherence the Army standards while also assisting Soldiers with help if they need it. Sgt. 1st Class Julian Maez entered active duty as a 13J, senior fire control sergeant, in 2000. He has served in various positions including DIVARTY fire control sergeant, battalion fire control sergeant and operations sergeant. Maez has been serving as assistant inspector general at the USAFCEFS Office of the Inspector General since April 2020.

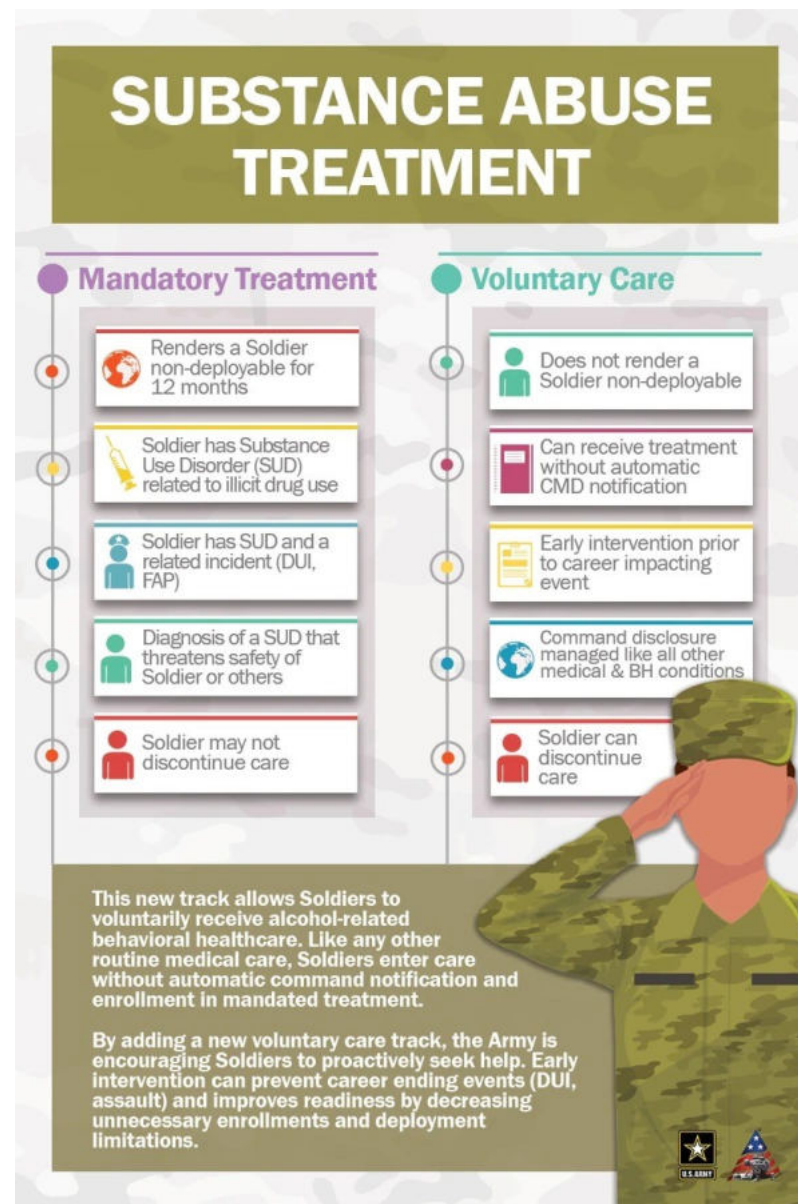


Figure 7:
Mandatory vs.
voluntary
tracks. Used
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Army command policy updates

Sgt. 1st Class Bradley K. Close, assistant inspector general



In July 2020, the Army's Publishing Directorate released the latest revision of Army Regulation (AR) 600-20, Army Command Policy. Let us review a few of the changes addressed in this revision: The update includes changes on requirements on command leadership to treat Soldiers and Department of the Army Civilians with dignity and respect at all times (para 1-6.c.). It clarifies military authority for corrective training (para 4-6.). It adds policy regarding extremist organizations, cyber activity, and social media (para 4-12.h.).

The Army updated the paragraph discussing "characteristics of command leadership" (para 1-6.c.) to state that "Commanders and other leaders will treat their subordinates with dignity and respect at all times and establish a command and organizational climate that emphasizes the duty of others to act in a similar manner toward their subordinates in accomplishing the unit mission." The previous version's paragraph on "command" covered the privilege to command, elements of command, and characteristics of command leadership. There was very little change to the "command" paragraph in this current revision with the exception of the requirement for commanders and other leaders to treat their subordinates with dignity and respect at all times and to establish a command and organizational climate that emphasizes the duty of others to act in a similar manner toward their subordinates in accomplishing the unit mission. Both versions of Army Regulation 600-20, paragraph 4-19 states that the "Army is a values-based organization where everyone is expected to do what is right by treating all persons as they should be treated—with dignity and respect." However, here is the take away from this update: The addition to the "command" paragraph, the Army is putting a greater focus on en-

suring subordinates are treated with dignity and respect by their superiors and they "will" comply in accordance with Army policy.

The Army significantly updated the section on "exercising military authority" (para 4-6.). Specifically paragraph 4-6.b.(1) was updated to state that "The training or instruction given to a Soldier to correct deficiencies must be appropriately tailored to curing the deficiency. It must be oriented to improving the Soldier's performance in their problem area. Brief physical exercises are an acceptable form of corrective training for minor acts of indiscipline (for example, requiring the Soldier to do push-ups for arriving late to formation), so long as it does not violate the Army's policies prohibiting hazing, bullying, and unlawful punishment." Before the revision AR 600-20, paragraph 4-6.b.(1) stated "The training, instruction, or correction given to a Soldier to correct deficiencies must be directly related to the deficiency. It must be oriented to improving the Soldier's performance in their problem area. Corrective measures may be taken after normal duty hours. Such measures assume the nature of training or instruction, not punishment. Corrective training should continue only until the training deficiency is overcome. Authority to use it is part of the inherent powers of command." This update allows leaders to take a more diverse approach to correct deficiencies by not requiring that the training, instruction, or correction be directly related but rather appropriately tailored to the deficiency.

The Army added a section titled "extremist organizations, criminal gangs, and associated cyber activity and social media" (para 4-12.h.). It begins by stating "Army personnel are responsible for content they publish on all personal and public internet domains to include social media sites, blogs, and other websites."

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Army subsistence allowance (continued)

Sgt. 1st Class Bradley K. Close

Accompanying this addition to the revision were sections on "command responsibility" (para 4-12.i.), "Social media or cyber activity" (para 4-12.j.), "preventive activities" (para 4-12.k.), and "legal advice and counsel" (para 4-12.l.). With the additions to paragraph 4-12, service members need to understand and be especially aware of their accountability and responsibility while on the internet and social media platforms.

In summary, the Army made several updates and additions in the July 2020 revision of AR 600-20. A few of those updates and additions required commanders and other leaders to treat their subordinates with dignity and respect at all times. It also provided more specific guidance on training or instruction given to Soldiers to correct deficiencies and how the training or instruction must be appropriately tailored to curing the deficiency

as opposed to directly related to the deficiency. Finally, the additional guidance on extremist organizations, criminal gangs, and associated cyber activity and social media should demonstrate to Soldiers a high emphasis the Army is placing on these problem areas. What do we take away from these changes? The Army is putting a greater emphasis on the importance of treating subordinates with dignity and respect to build a better and more efficient team, leaders understanding their left and right limits with corrective training, and the importance of policing up or formations on the internet and social media platforms.

Sgt. 1st Class Bradley K. Close entered active duty as a 13M, multiple launcher rocket system crewmember, in 2011. He has served in various positions including platoon sergeant and battalion operations noncommissioned officer. Close has been serving as assistant inspector general at the USAFCEFS Office of the Inspector

Upcoming inspections			
Date	Agency	Topic	Units Affected
19-23 APR 2021	TRADOC IG	OIP (virtual)	FCoE HQ., 428th FA BDE, 434th FA BDE, 30th ADA BDE
03-14 MAY 2021	FCoE IG	Counseling	FCoE HQ., 428th FA BDE, 434th FA BDE, 30th ADA BDE, 77th Army Band, DOTD
21-25 JUN 2021	DA IG	Army Enlistment Program (on-site and virtual)	428th FA BDE, 30th ADA BDE
02-13 AUG 2021	FCoE IG	Army Voting Assistance Program	FCoE HQ., 428th FA BDE, 434th FA BDE, 30th ADA BDE
06-17 SEP 2021	FCoE IG	Army Combat Fitness Test Implementation	FCoE HQ., USAG, 428th FA BDE, 434th FA BDE, 30th ADA BDE
TBD	FCoE IG	Army Values	428th FA BDE, 434th FA BDE, 30th ADA BDE
TBD	FCoE IG	Special Conditioning	FCoE HQ., USAG, 428th FA BDE, 434th FA BDE, 30th ADA BDE

"Droit-et-Avant"
"Right, then Forward"



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